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5-1-1970

How To Put the Thanks Back In

Municipal Technical Advisory Service

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HOW TO PUT THE
THANKS
BACK IN

ARCHIVES
Do Not Remove

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Anyone who has been in municipal government for very long knows what a thankless job it can be. Public pats-on-the-back are few and far between.

The Tennessee Municipal Guide Series is designed to help put the "thanks" back in.

It's not a cure-all, but if used properly it can certainly lead to a more successful and appreciated operation.

THE PURPOSE



The specific purpose of the guides is to give you a general, over-all look at what is involved in, and what it takes to do each of the more common jobs a municipal government performs.

Hopefully, this “portrait of a city” will inspire concrete efforts to enhance, or improve your services.

Featuring the “CAN DO” FORMULA

The Seabees have a slogan, “Can Do.” Nobody’s suggesting calling them in, but if you follow the formula below you CAN DO a lot more, and do it more successfully.

1. Decide upon goals and objectives
2. Establish priorities
3. Decide how to meet these priorities
4. Form a Plan of Action
5. Check the action against the plan once a month
6. Keep flexible. Revise as circumstances change



“CAN DO”

Keep the Public INFORMED

Whatever you do, let the people know about it. An informed public more often than not is “with you” rather than “agin” you. An understanding public is a sympathetic public . . . a positive-thinking public.



A word cloud of the phrase "THE FORMAT" in red, arranged in a square shape. The words are repeated multiple times in various orientations (horizontal, vertical, and diagonal) and sizes, creating a dense, geometric pattern. The background is white.

There are 15 guides in all. Each has the same basic format. It tells:

1. What the job is
2. Physical facility requirements
3. Manpower requirements
4. Money for the job
5. Organizing to do the job
6. The job and the law
7. How to get help
8. A checklist of best practices

Now, let's take a capsule look at them one by one.

The Governmental Organization Guide

MAJOR BENEFIT

It outlines the organization needed to get the job done.

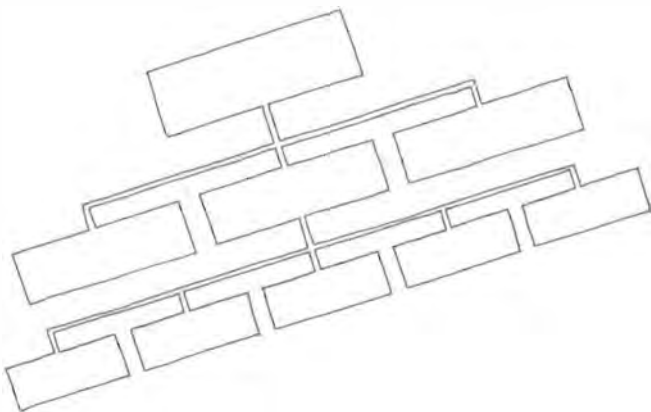
KEY HIGHLIGHT

Principles of organization . . . to be incorporated in charters and ordinances.

THE PRO WAY

- Be sure all legal documents are up-to-date, that the provisions are well known, and that they are followed to the letter.
- Be sure your city has some form of strong administrator, regardless of what he's called. Give him a free hand to handle the job. If he can't do it under those circumstances, you'd better replace him.

- Make the budgeting process a part of your every-day city life.
- Budget enough money to train all employees.
- Don't "wait for the horse to leave the barn before you holler help." There's plenty of technical assistance available . . . ready, willing and able.
- Think of your operation as the most effective possible way to provide your citizens with the services they demand. Be real tough on anything that detracts from this effectiveness.





The Finance Guide

MAJOR BENEFITS

A sound financial program provides a base of facts for sound financial decisions. And of course, a sound program helps get the most out of the tax dollar.

KEY HIGHLIGHTS

It tells what must be done to get the above benefits. It shows the anatomy of a financial system. It gives budgeting techniques . . . good, usable budgeting practices.

THE PRO WAY

- Plan finances as well as physical facilities.
- Set apart your finance unit from the rest of your city operations.
- Have one qualified person in charge of all financial operations.
- The finance officer should report directly to the chief executive officer.
- Prepare and live by an annual budget.
- Make sure you're meeting all legal requirements.
- Take advantage of the latest technology to have the best accounting system possible.
- Have a CPA (or public accountant, if authorized by law) make an annual audit.
- Bond all employees who handle money for at least the amount of money which will be in their possession at any one time during your fiscal year.



The Personnel Guide

MAJOR BENEFIT

A work force which can do the job well.

KEY HIGHLIGHTS

It deals with how to analyze and evaluate jobs . . . how to recruit and select . . . how to orient and train . . . how to approach labor relations.

THE PRO WAY

- Make sure all supervisory people understand their responsibilities for good personnel management.
- Require written job descriptions. They are valuable both for personnel operations, and management purposes. Don't rely upon your memory concerning job profiles.
- When filling a job, consider ALL qualifications necessary for satisfactory work.
- Be objective. Don't let characteristics that are beside the point influence your judgment about an applicant's ability to perform.
- Evaluate periodically employee needs for additional training or development.
- Don't have different in-hire rates for people on the same kind of job.
- Provide for raises based on merit.
- Don't overlook petty complaints. They may be petty to you, but they're important to them.
- Make sure your employees know about personnel policies and fringe benefits.
- Make the extra effort to hire the RIGHT person for the job.

The Planning Guide

MAJOR BENEFITS

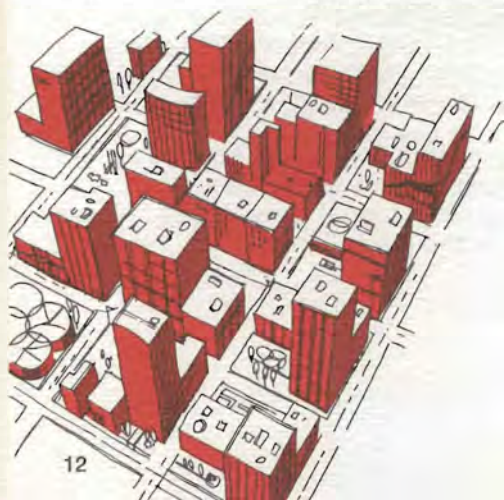
A big look at the whole city. How to build a desirable community.

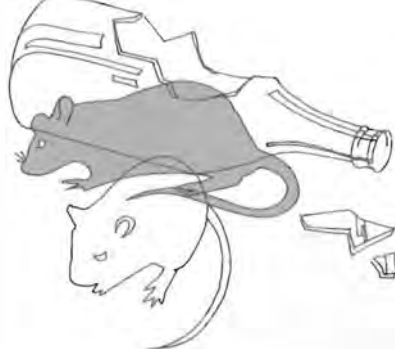
KEY HIGHLIGHTS

It gives the elements of a comprehensive plan, and offers alternative approaches to planning.

THE PRO WAY

- Consider planning as an integral part of your operation.
- Establish a planning commission. Make it preferably municipal-regional.
- Make one person responsible for coordinating planning activities.
- Develop a comprehensive community plan.
- Use every available means to implement the plan.
- When making day-to-day decisions, keep the comprehensive community plan in mind.
- Keep plans, codes and ordinances current.
- Involve your citizens in the planning process.





The Economic Opportunity Guide

MAJOR BENEFITS

Obviously, the elimination of poverty is the major benefit of a successful Economic Opportunity program. But another benefit is the change in attitudes for the better . . . a change in the people of the hard core area toward the people outside . . . and vice versa.

KEY HIGHLIGHTS

It illustrates the workable approaches to an Economic Opportunity program. It also tells what a city's role should be in economic opportunity.

THE PRO WAY

- Mobilize every existing resource in the community for the war on poverty.
- Don't write off any agency just because it has been in business a long time.
- Don't be afraid to use your imagination to design new and unusual community action programs.
- Whenever possible, fill vacancies by hiring the poor.
- A one-step multi-purpose community center can offer many benefits . . . especially in efficiency and coordination.
- Don't assume there's no poverty in your community. Check the Census Bureau and U. S. Department of Commerce for per capita and per family income statistics in your community.



The Fire Protection Guide

MAJOR BENEFITS

Better fire protection, and possible savings on fire insurance premiums for the entire city.

KEY HIGHLIGHT

Among other things, it explains the fire rating classification system, and how to deal with it.

THE PRO WAY

- Obtain a personal injury endorsement, and an additional interest insured endorsement to your general liability policy for firemen to protect them (and the city) against possible tort liability.
- Include firemen in a general merit plan.
- Affiliate with the state retirement system, which provides early retirement for firemen.
- Adopt and ENFORCE planning and zoning ordinances, and whatever building, fire prevention, housing and electrical codes are appropriate for your community.
- If you are legally authorized to answer fire calls in rural areas, be sure you have a satisfactory method of compensation.

- Enter into mutual aid agreements with other municipalities.
- Equip all mobile units with two-way radios.
- Set up a comprehensive training program for your firemen.
- Take advantage of the Tennessee State Fire School facilities at Murfreesboro.
- Keep your apparatus and equipment in good working condition. Make periodic tests.
- Inspect mercantiles, factories, warehouses and public buildings on a regular basis. Four times a year is standard.
- Keep abreast of the latest fire prevention and fire fighting techniques by enrolling in the National Fire Protection Association.
- Avoid buying second-hand fire apparatus and equipment UNLESS it meets all performance standards prescribed by the American Insurance Association (available from the Tennessee Inspection Bureau) and unless FULL CREDIT for the equipment will be allowed by the Bureau.



The Housing Guide

MAJOR BENEFIT

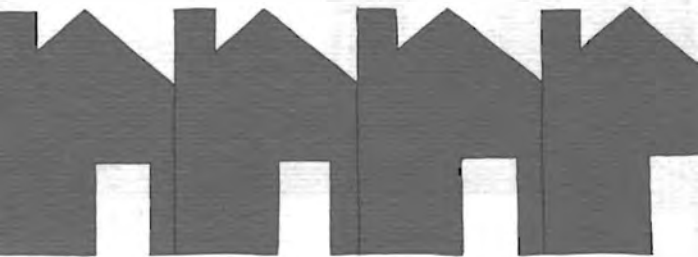
Adequate housing for every family.

KEY HIGHLIGHTS

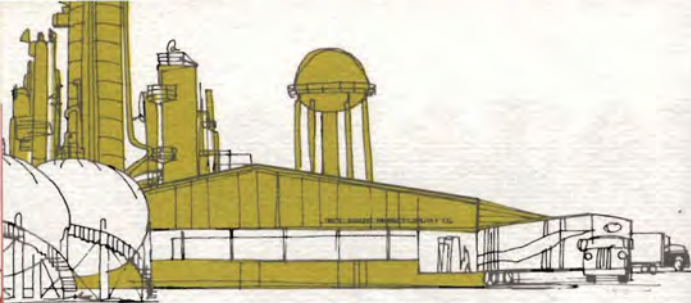
It explains the most used Federal Housing Assistance programs and describes a city's role in the housing field.

THE PRO WAY

- Determine what your housing needs are. A walk . . . or even a ride . . . through some of the less frequented areas of town will reveal unsuspected needs.
- Take every advantage of every federal program applicable to the circumstances of your town or city. Even using them all, the goal of a standard house in a decent neighborhood for every family will probably prove beyond reach.
- Consult with existing housing authorities when establishing one of your own, or when undertaking projects new to your authority. One authority, or another, across the state has already done just about anything that can be done under current law, and the benefit of that experience will be most helpful.



- Call on the Federal Housing Administration to make a housing market study for your town. The information obtained is useful not only to city hall but to the private housing sector as well.
- Exercise a steady, calm resolve in implementing your housing programs. Many aspects of a housing program are controversial. Hear all sides; decide on a right course; and stick to it. Do not let your program be argued to death.
- Begin thinking about the kind of organization the housing program requires in your town. Survey current housing activities to identify program shortcomings or changes needed.
- Report successful housing techniques and practices to MTAS for sharing with other towns and cities.
- Assume you have a housing problem. You do!



The Industrial Development Guide

MAJOR BENEFITS

Industrial development makes for an increased tax base, better employment opportunities, and, of course, an improved economy.

KEY HIGHLIGHTS

It shows alternative approaches to the industrial development function. It also describes a city's role in industrial development.

THE PRO WAY

- Don't go after industry unless you really want it.
- Develop broad-based support and facilities by getting all community groups to work together.
- Be fair and critical in deciding what does and doesn't need to be done to encourage industrial development.
- Get a pro or a well-informed layman to head your program.
- Have a controlled site specifically for industrial use. Have utilities easily accessible. Furnish your prospect with contour maps and plots.
- Make industrial development part of a total community development program.
- Cooperate with and rely on all available assistance through the State Industrial Development staff, and other industrial agencies.

- Investigate all grant and loan sources such as the Economic Development Administration, the Small Business Administration and the State.
- Have a good working relationship with your existing industry. Plant managers and industrial relations managers can possibly do more to influence your prospect than anyone else in town.
- It's imperative you have accurate and complete data on community resources, your existing industry, and local conditions.
- Use the Tennessee State Planning Commission to evaluate present and future community problems and capabilities.
- Use the Municipal Technical Advisory Service to improve general municipal facilities, activities and services.
- Don't sell your community short. Reputable industry expects, and even wants to pay its own way.
- Don't expect tangible results from your industrial development program the first few months, or maybe even years. Tangible results will come, but it will take time.
- Be completely convinced that your community is the best location for your prospect. Don't waver for a second. Your prospect can sense it if you do.



The Parks and Recreation Guide

MAJOR BENEFIT

A balanced program of facilities and activities.

KEY HIGHLIGHT

It shows the professional approach to recreation.

THE PRO WAY

- Plan a comprehensive program to meet the needs of all your age groups from youth to senior citizens.
- Seek private group cooperation.
- Encourage private development of recreational facilities to the maximum extent feasible.
- Take advantage of all assistance programs.
- Professionalize all parks and recreation functions as soon as feasible.
- Publicize recreational activities.
- Adequately finance park and recreational activities.



The Police Guide

MAJOR BENEFIT

Better protection of people and property.

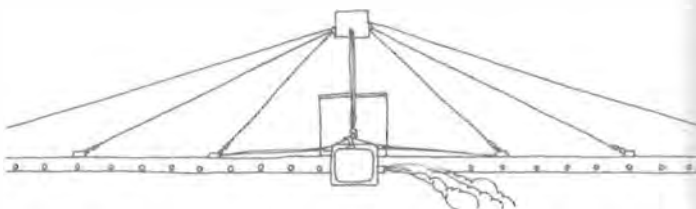
KEY HIGHLIGHTS

It tells how to have a professional force. It also deals with the whole idea of police-community relations.

THE PRO WAY

- Coordinate your local police activities with the police work of other governmental units within the region.
- Have a community relations unit.
- Establish a central records office with a modern system. Adhere to uniform crime reporting rules.
- Have a suitable system for checking on the security of all commercial establishments.
- Have a procedure to reduce officers' risk in overtaking and stopping cars.
- Reduce accident rates by applying selective enforcement techniques.
- Have high entrance standards.
- Use sound selection methods.
- Omit pre-employment residence requirements.
- Use schoolboy safety patrols or part-time crossing guards at school crossings instead of regular patrolmen.
- Use civilian employees rather than police officers to perform office work, and other non-police services.

- Put your police building in a central location.
- Don't jail an unconscious prisoner, or one who is ill or injured, without a signed medical authority statement that cell confinement won't injure the prisoner.
- Have a jail emergency plan. Post it where it can be reviewed. Make sure everyone knows about it.
- Have two-way radios on all motor equipment.
- Be flexible in reassigning your vehicles. This will ensure an adequate number (with a minimum total) for peak patrol hours.
- Have full plans for small and full-scale disasters, manhunts, and blockades.
- Have a youth division.
- Constantly impress all members with the importance of their jobs in crime prevention and public safety.
- Notify parents immediately when children or youths are interviewed regarding complaints.
- Seek the children's friendship and respect.
- Make regular inspections of locations where youth may be subjected to unusual moral risks.



The Sanitary Sewerage Guide

MAJOR BENEFIT

Sanitary disposal of liquid wastes.

KEY HIGHLIGHTS

It explains the collection system, and the treatment process.

THE PRO WAY

- Start with a professionally engineered system.
- Always obtain easements before entering upon lands to start sewer line construction.
- Don't use enzymes or any other cure-alls at the wastewater treatment plant without first checking with the State Health Department.
- Insist upon THOROUGH inspection during construction under all contracts for sewer lines to be tied into the city system.
- Require that professional engineers design and supervise construction on all projects of \$2,500 or more.
- Lay sewer lines before building streets, when possible.
- Use natural or LPG gas to supplement sewer gas for heating the plant building and digestors.
- A self-contained breathing apparatus, or compressed breathing air masks **MUST** be worn in manholes, pump vaults, or any place where hydrogen sulphide gas might form, or where chlorine gas is used.
- Paint all equipment, stairways, rails and such with hydrogen sulphide resistant paint.
- Keep lube charts and instructions easily accessible.
- You must use **AT LEAST** an eight-inch pipe in any part of your municipal collector system.



The Solid Waste Removal and Disposal Guide

MAJOR BENEFIT

Sanitary disposal of refuse.

KEY HIGHLIGHTS

It tells why records should be kept, and shows efficient methods of collection and disposal.

THE PRO WAY

- The law covering solid waste removal and disposal should be modern, comprehensive, and widely circulated in lay language.
- Keep your sanitation department well organized with a clear cut chain-of-command.
- Employees should know their jobs, and be aware of their important role in community public relations.
- Furnish uniforms. Insist upon neatness.
- Have modern equipment, and maintain it well.
- Use specialized equipment for specialized jobs.
- Make sure the budget is adequate for the tasks.
- Have the entire department periodically analyzed by professionals.
- Balance the work loads so all crews get equal tasks.
- Keep landfills sanitary and well located.
- Assign a chief to each crew, and have him responsible for all activities.
- Have a well-designed reporting system. Your department will run more effectively when you require adequate information.
- Require containers with tight-fitting lids not to exceed 32-gallon capacity. Outlaw other containers such as oil drums.



The Streets Guide

MAJOR BENEFITS

A quality street program, and safe and efficient traffic movement.

KEY HIGHLIGHTS

It gives construction standards, and outlines effective maintenance practices.

THE PRO WAY

- Avoid unnecessary cutting of surfaces, especially new surfaces, by coordinating all construction and maintenance with the utility departments, and companies.
- Keep accurate maps of underground utilities in street rights-of-way.
- Have written regulations for curb cuts, utilities and such.
- Require subdividers, if at all possible, to lay all underground utilities before paving.
- Inspect all the subdividers work in the street right-of-way.
- Design streets, if at all possible, so as to keep drainage from crossing the streets.
- Require your street department personnel to make all curb cuts, utility cuts, and pavement replacements.
- Minimize your traffic problems by getting in early on the planning of a state or federal highway to, through, around or adjacent to your city.
- Stop CREATING problems. Enforce subdivision and street regulations to permit only standard streets, standard design, standard construction.

- Don't just patch your pavement. Find the cause of the failure.
- Compact the subgrade and roll the patch to match the level of the existing street surface.
- Prevent water from standing along the pavement's edge by correcting the shoulder drainage.
- Have a year-round crack filling patching and spot sealing program. With proper materials work can be done at 20°F.
- Have a safety program. Hold regular meetings with all your workers.
- Train your workers in basic public relations practices. Some inquiries and complaints can be answered simply and directly in the field. Others should be politely referred to the department head. All workers should know the department head's phone number and address.
- Don't allow subdividers to leave gaps in the curbs for future driveways. They never get them in the right place.
- Don't allow any construction in the street right-of-way without a permit.
- Don't allow utilities or storm sewers to be installed under the pavement.



The Urban Fringe Growth Guide

MAJOR BENEFITS

Orderly urban growth, and fair cost distribution.

KEY HIGHLIGHTS

It gives you an annexation study procedure, and shows other ways of controlling fringe growth.

THE PRO WAY

- Don't let planning and thinking stop at the city limits.
- Annex manageable areas periodically.
- Keep the public informed.
- Make sure the proper legal steps are taken in annexation proceedings.
- Don't back down if someone files a lawsuit.
- Use subdivision regulations and utility extension policy as tools of fringe area control.

The Water Supply and Distribution Guide

MAJOR BENEFIT

A safe and plentiful water supply.

KEY HIGHLIGHT

It tells how to operate and maintain a good system.

THE PRO WAY

- Provide adequate water for fire protection.
- Install sufficient valves.
- Loop all distribution mains.
- Meter all water sales.
- Employ a consulting engineer for all major expansions.
- Inspect and pressure test all new installations.
- Standardize your equipment.
- Establish a “best buy” policy based on quality and service.
- Keep a complete record system.
- Have a public information program.
- Don’t use galvanized pipe.
- Don’t distribute any water into any new mains, or additions to the distribution system (such as in subdivisions) until and unless unqualified title to the distribution lines is rested in the utility.
- Only water department people should be permitted to make service taps or install meters.
- You must use AT LEAST six-inch pipe for any part of your distributing system.

Plenty of people are available to **BACK YOU UP**

- To share all kinds of special know how
- To advise on available money sources
- To furnish helpful publications

Just call, write or wire!

Tennessee Office of Economic Opportunity
100 Arlington Avenue
Nashville 37210

MTAS
The University of Tennessee
Knoxville 37916

Branch offices:

127 Madison Avenue
Memphis 38103

226 Capitol Boulevard
Room 304
Nashville 37219

Tennessee Taxpayers Association
Stahlman Building
Nashville 37201

Municipal Finance Officers Association
1313 East 60th Street
Chicago 60637

State Fire Marshal's Office
State Office Building
Nashville 37219

Tennessee Inspection Bureau
P. O. Box 127
Nashville 37202

Tennessee Division of Vocational Education
Cordell Hull Building
Nashville 37219

International Association of Fire Chiefs
232 Madison Avenue
New York 10016

U.T. Center for Training & Career Development
205 Capitol Towers
Nashville 37219

Tennessee Office of Urban & Federal Affairs
Andrew Jackson State Office Building
Nashville 37219

Tennessee Municipal League
226 Capitol Boulevard
Nashville 37219

Bureau of Public Administration
The University of Tennessee
Knoxville 37916

International City Management Association
1140 Connecticut Avenue, N.W.
Washington 20036

Public Administration Service

1313 East 60th Street
Chicago 60637

Tennessee Industrial Development Division

Andrew Jackson State Office Building
Nashville 37219

Tennessee Department of Employment Security

Cordell Hull Building
Nashville 37219

Tennessee State Planning Commission

Central Services Building
Nashville 37219

Tennessee State Highway Department

Highway Building
Nashville 37219

Tennessee State Department of Labor

Cordell Hull Building
Nashville 37219

Tennessee State Department of Conservation

2611 West End Avenue
Nashville 37203

Geology Division

Division of Water Resources

Division of Forestry

Middle Tennessee Industrial Development Association

500 Union Street
Nashville 37219

West Tennessee Industrial Association

New Southern Motor Hotel
Jackson 38301

TVA

Knoxville

Public Personnel Association

1313 East 60th Street
Chicago 60637

Tennessee Law Enforcement Planning Agency

Andrew Jackson State Office Building
Nashville 37219

FBI

U. S. Department of Justice
Washington 20530

Law Enforcement Training Academy

Donelson 37214

Tennessee Highway Safety Project

Andrew Jackson State Office Building
Nashville 37219

Tennessee Office of Local Government

Andrew Jackson State Office Building
Nashville 37219

Tennessee Public Health Department

Cordell Hull Building
Nashville 37219

Appalachian Regional Commission

1666 Connecticut Avenue, N.W.
Washington 20235

Nearest Regional Development District Office

Local Councils of Community Agencies

Local Health Departments

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The Tennessee Human Development Commission

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The Tennessee Office of Economic Opportunity

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May 1970

The image shows the front cover of a book. The background is a solid, dark navy blue. The word "THANKS" is printed in a gold-colored, bold, sans-serif typeface. It is repeated 12 times, arranged in three horizontal rows of four. The letters are closely spaced, and the 'S' at the end of each word in a row is positioned such that it aligns with the 'S' of the word below it, creating a continuous vertical line of 'S's down the right edge of the cover.

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The University of Tennessee
Knoxville, Tennessee 37916

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Send only those checked below.

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_____ Finance

_____ Fire Protection

_____ Governmental Organization

_____ Housing

_____ Industrial Development

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_____ Sanitary Sewerage

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_____ Streets

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